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ABSTRACT

Neighborhood Networks is a community-based initiative established by the U.S. Department of Housing and Urban Development (HUD) to provide residents of HUD-assisted or insured properties with programs, activities, and training promoting economic self-sufficiency. This booklet provides Neighborhood Networks centers information on successful models of home-based child care. Centers can then use these models to develop child care services for resident families and expand the employment and business opportunities of residents. The booklet highlights "Project Opportunity," a replicable model for developing high-quality child care services that provide viable employment opportunities. Information is provided on program design, outcomes achieved by the program, and barriers to starting child care services. The report also provides tips to community groups interested in starting family child care, including information on resources and examples of other successful child care delivery systems. The concluding section describes child care services already being provided to residents at Neighborhood Networks centers, and lists resources for developing home-based child care. (EV)

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The Child Care Challenge: Models for Child Care Services

June 1999

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Neighborhood Networks

U.S. Department of Housing and Urban Development
Office of Housing-Multifamily
www.NeighborhoodNetworks.org
1-888-312-2743

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THE CHILD CARE CHALLENGE: MODELS FOR CHILD CARE SERVICES

JUNE 1999

This publication was developed by the U.S. Department of Housing and Urban Development to assist in the planning and development of Neighborhood Networks centers.

The guides in this series offer "how to" information on starting up a center, creating programs and identifying center partners; center and program profiles and a wealth of resources.

Neighborhood Networks is a community-based initiative established by the U.S. Department of Housing and Urban Development (HUD) in 1995. Since then, hundreds of centers have opened throughout the United States. These centers provide residents of HUD-assisted and/or -insured properties with programs, activities and training promoting economic self-sufficiency. These guides contain examples of successful center initiatives and how you can replicate them.

To receive copies of this publication or any others in the series, contact:

U.S. Department of Housing and Urban Development
Neighborhood Networks
9300 Lee Highway
Fairfax, VA 22031-1207

Neighborhood Networks Information Center
Toll-free (888) 312-2743
TTY: (703) 934-3230

All publications are available from the Neighborhood Networks website at:

www.neighborhoodnetworks.org

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The Child Care Challenge: Models for Child Care Services

"By the year 2000, millions of families currently receiving welfare will need to spend more and more time in the workforce while at the same time, seeing to the day-to-day needs of one or more children. Yet, if history is our guide, child care may be unaffordable, inaccessible, unreliable or of unacceptable quality."

The Annie E. Casey Foundation

Welfare reform has drastically altered financial assistance for low-income families, requiring these families to seek employment as a condition of continued government assistance and eventually phasing out basic financial assistance. Child care—specifically affordable, quality child care—is critical if employment is to enable families to become economically self-sufficient. Yet the lack of affordable, quality child care is a well-documented barrier to parents seeking to enter or re-enter the workforce and remain steadily employed. Finding employment does not guarantee that a family will move out of poverty. A large percentage of families moving off welfare will join the ranks of the working poor, with limited means to acquire many of life's necessities, including care for their children.

The unmet demand for child care services is significant. More than one-half of all families with children under 13 years of age require some form of non-parental care for their children.[1] Affordability is a major issue. In families with preschoolers and annual incomes of less than $14,400, child care consumes approximately 25 percent of the family income.[2] Concern over cost often leads to compromises on the quality of child care. Additionally, child care is often not conveniently located for low-income families. And, one-fourth of low-income working mothers work in the evenings or on weekends, and many find child care services are simply not available during these hours.

These gaps in child care resources provide an opportunity for families leaving welfare, including single parent families, with viable employment opportunities as home-based child care providers. Although salaries for employees in child care centers generally offer less than a living wage, there are numerous examples that demonstrate home-based child care providers can earn sufficient income to lift themselves out of poverty.

The ***Child Care Challenge*** provides Neighborhood Networks centers information on successful models. Centers can then use these models to develop child care services for resident families and expand the employment and business opportunities of residents. The bulletin highlights "Project Opportunity," a replicable model for developing quality child care services that provide viable employment opportunities. Information is provided on program design, outcomes achieved by the program and barriers to starting child care services. The ***Child Care Challenge*** also provides tips to community groups interested in starting family child care, including information on resources and examples of other successful child care delivery systems. The concluding section describes child care services already being provided to residents at Neighborhood Network centers.

Project Opportunity

Summary of the Program

Project Opportunity is a model child care program developed by the Children's Foundation, a national nonprofit child care advocacy and training organization. The objective of Project Opportunity is to provide individuals receiving public assistance with limited skills with the means to generate enough income to become economically self-sufficient. The

project offers job training and living-wage job opportunities in the field of child care and results in affordable child care services for residents. The program trains mothers currently receiving public assistance and prepares them for ownership and operation of child care businesses in their homes.

The Children's Foundation implemented a pilot program in Alexandria, Virginia. It demonstrated that mothers with limited job skills and experience could successfully develop and operate their own home-based child care services. A year after completing the pilot program, 75 percent of program graduates own and operate home-based child care programs.

State welfare reform programs, like Virginia's, have created a demand for expanded child care services from parents trying to meet new welfare requirements. Virginia's welfare reform program, Virginia Initiative for Employment not Welfare (VIEW), requires employment or training for all able adults with children over 18 months, as a condition for continued public assistance. Public assistance is limited to two years whether or not a person has obtained employment. Virginia offers welfare recipients subsidized child care if their children are placed in agency-approved programs (i.e., child care services that meet state standards). As a result, new employment and business opportunities have been created for training and employing welfare-assisted families in the field of child care. Project Opportunity was developed to respond to these emerging needs and take advantage of the employment opportunities they provide.

Program Strategies and Elements

At the heart of Project Opportunity's approach is the creation of successful self-employment opportunities for welfare recipients, while addressing the growing need for quality child care. Many child care training programs encourage welfare mothers to attempt child care careers without adequate assessment. Others provide only limited training in early childhood development and almost no training in business operation. The Children's Foundation, a national nonprofit child care advocacy and training organization, designed Project Opportunity to overcome these inadequacies, increasing the chances for a successful transition off welfare. Five basic strategies are followed in the design of the program:

1. Assess individual characteristics against the requirements of the job to determine if there is a match.
2. Provide a process for bringing the home to licensing standards.
3. Provide child development education to build trainee competency and self-esteem.
4. Focus on the business aspects of self-employment, including planning, marketing and asset-building.
5. Integrate comprehensive on-the-job technical assistance and support with peer support and networking to reduce the isolation of new providers during start-up and operation.

The design of the Project Opportunity model is based on a number of key elements:

In-Home Child Care

The model focuses on home-based child care services. There are several advantages to providing services in the home rather than in child care centers, including responsiveness to neighborhood needs, lower operating costs and the elimination of the provider's commute to work.

Small Business Development

While the model provides employment training in the field of child care services, its main focus is to develop business opportunities for low-income persons in order to provide sustainable levels of income.

Targeting and Recruitment

Mothers with at least one child between 18 and 36 months of age, who are receiving public assistance, are targeted for recruitment. This group includes a significant number of women who have been receiving assistance for five years or more.

Screening for Program Entry

An important premise of the program is that not everyone is suited to become a child care provider. Prescreening interested individuals prior to training is designed to identify a candidate's potential for success by providing key pieces of information. First, the candidate's ability to meet basic regulatory requirements, such as home safety and police clearance, is determined. Second, the candidate's personal characteristics are matched with the requirements of the job to determine if those characteristics are likely to be assets in meeting both the professional and business requirements of operating in-home or family child care.

Self-Selection

Self-selection is a key element emphasized throughout the training program. A major goal of the orientation session is to help potential trainees decide if a career in child care is appropriate for them. The orientation session introduces potential trainees to the goals and activities of Project Opportunity and discusses issues involved in developing and operating home-based child care. Orientation is followed by staff interviews with interested participants to provide additional information and guidance to help in the self-selection process.

Training

Participants receive a total of 40 hours of training in 3-hour sessions held two days per week. Training focuses on several major facets of running a home-based child care business. These facets include development of a thorough understanding of the steps proven to be successful in setting up quality infant and toddler care, child development education, business requirements (recordkeeping, state regulations, marketing and ratesetting), parenting education and self-esteem building.

Field Placement

Each trainee is then placed in a family child care home or child care center for "hands-on" experience. Participants spend either two 4-hour days or one 8-hour day each week in their field placement site observing and assisting child care providers with planning and conducting daily activities with the children. A supervisor at each placement site receives training on how to evaluate the trainees. Participants are evaluated weekly for competency, indications of progress and areas in need of improvement.

Start-Up and Ongoing Support

After completing the training and field placement experience, Project Opportunity provides participants with a significant amount of follow-up assistance:

- **Ongoing Technical Assistance**. Specially trained case workers provide weekly technical assistance in both child care and business operations for a year following graduation.
- **Mentoring**. Mentors are assigned to each participant for a period of nine months. Mentors give valuable guidance to participants in setting up child care in their home and give continued support.
- **Start-Up Equipment**. Project Opportunity provides each graduate who sets up their own family child care home with approximately $500 to buy the basic necessities for their new business. These include toys, equipment (e.g. cribs, cots, high chairs and strollers), children's books, safety resources (e.g. baby gates, outlet covers, cabinet locks, and fire extinguishers) and recordkeeping materials for the business.
- **Focus Group Meetings**. Regular meetings of program participants and training staff are held to share experiences and solve common problems affecting their start-up efforts.
- **Individual Meetings**. Case Workers maintain weekly contact with participants to discuss individual issues.
- **Child Care Agency Certification**. Prior to certification as an agency-approved provider, the Virginia Office of Early Childhood Development (OECD) staff visit the home to determine if both the home and the provider meet agency standards. Ongoing assistance from OECD is

available if the participants continue as agency-approved providers.

- **Family Child Care Providers Association**. Providers are encouraged to join and maintain membership in the Family Child Care Providers Association located in Alexandria, Virginia, which serves as a networking organization for providers in the state.

Achieving Program Results

Project Opportunity's training program took place in Alexandria, Virginia, in 1996. It was a collaborative effort of the Children's Foundation and the Alexandria, Virginia, Office of Early Childhood Development. Twenty-two women, age 25 to 50 years old, participated in the training. Half were residents of HUD-assisted housing. Many had been receiving public assistance for five years or more. The success of the training program is reflected in the outcomes it has achieved. These were specific outcomes reported at the completion of the training program:

- Nineteen of the 22 women enrolled in the program graduated.
- Of the 19 graduates, 14 operate their own family child care business and remain in operation more than one year after the training.
- Sixty-two new child care slots in low-income neighborhoods have been created, and several providers are operating at maximum occupancy (up to five children are allowed by the City of Alexandria).
- Child care during weekends and non-traditional hours is available.
- Participant follow-up evaluations revealed that many believed the training had resulted in improving their personal parenting skills, most commonly that they had learned more effective discipline methods, such as positive rather than negative reinforcement and modeling appropriate behavior for their children.
- Several graduates already have enough income from the business to leave welfare, and one parent has a steady net income of $2,500 per month.

For further information regarding Project Opportunity and other training opportunities, contact Kay Hollestelle at the Children's Foundation

☎ 202-347-3300
E-mail childrensfoundation@erols.com.

The Need for Child Care -- Seeking a Solution

The two significant problems that home-based child care programs like Project Opportunity address are **insufficient family income** and **inadequate child care services**.

Insufficient Family Income

The number of working poor families in the United States is increasing. While there are more adults employed today than ever before, the basic expenses of housing, health care and education are rising at a rate that forces more working families into poverty. Welfare reform will result in millions of adults entering the workforce in the next two years. Many are unskilled and unprepared for employment and will only be capable of competing for minimum wage or near-minimum wage jobs. While many families with two working parents will be able to cover basic living expenses with minimum wage jobs, single parent families will not be able to subsist on $12,000 per year attainable under the minimum wage law.

In addition, there are other financial rewards. Parents of young children who are providers do not have to pay for the cost of care for their own children, transportation costs are minimized, and they receive tax advantages for using the home as a business.

Inadequate Child Care Services

It is estimated that 29 million young children under the age of 13 require child care during some part of the day while their parents are at work.[3] There are approximately 100,000 regulated child care centers and approximately 300,000 regulated family child care homes.[4] These regulated services, along with an

estimated 1.2 million unregulated providers, serve a large number of children. Yet, there is a significant unmet demand for quality child care services. These gaps take several forms:

Lack of Quality

While Head Start Programs, licensed child care centers and licensed family child care homes provide high-quality child care services, there are many other unlicensed providers who are untrained in child development and serve largely as baby sitters. Quality is also compromised by the annual 40 percent rate of staff turnover at child care centers.

Lack of Affordability

The average weekly cost of child care is $100 in many areas of the country. Families with annual incomes of $14,400 or less spend an average of more than 25 percent of their income for child care.[5] For many families, therefore, child care is not an option.

Lack of Availability

Only a small percentage of providers offer services during non-traditional hours. Since one-fourth of low income working mothers hold jobs in the evening and on weekends, existing services simply do not meet their needs.

Lack of Accessibility

Child care services are needed either near the home or place of employment. Less than one percent of employers provide on-site child care. There are rarely enough neighborhood-based child care options available, causing parents to travel long distances to reach quality child care.

Home-based child care addresses the problems of insufficient family income and inadequate child care services by offering sustainable and rewarding careers and flexible child care in the neighborhoods where other low-income families are in need of care for their children.

Barriers to Overcome

Barriers facing the successful start-up and operation of new family child care services are significant. They include:

- **Inadequate funding for start-up costs**. Too often, child care services open their doors before they have purchased necessary equipment and supplies, and/or they have not set aside enough funds to meet the initial needs of the business.
- **Zoning restrictions and bureaucratic restrictions**. Some communities have very stringent regulations on businesses in residential neighborhoods. Obtaining a variance of zoning can be a very time-consuming and expensive process.
- **High costs for licensing standards, particularly the child care facility requirements**. Modifications to the structure to meet licensing requirements can be expensive. Requirements may stipulate changes to bathroom spaces, eating and play areas and changes to meet fire and safety requirements.
- **Resistance from neighbors (and family members), particularly at start-up**. While few family-oriented businesses in residential areas have neighborhood resistance once they are in operation, many encounter concerns and fears at start-up from neighbors who are unsure what the impact will be on their life. Concerns over potential increased traffic and noise often are cited.
- **Lack of business experience of a new entrepreneur**. Home-based child care is a business. While many persons are capable of caring for children, not all of them have the skills or personal characteristics necessary to operate the business, which requires accounting, purchasing, marketing and management skills.

Getting Started

Neighborhood Networks centers should assess the benefits and the barriers before becoming involved in developing child care services. There are many rewards, including moving residents toward self-sufficiency and decreasing their difficulty in paying rent. In addition, there is a measure of community building which occurs when the child care services are located in the immediate community. The following section describes the steps for a Neighborhood Network center to begin a child care training program. It also describes the steps for the individual residents wishing to take action to become a provider.

Steps for Setting up a Training Program for Home-Based Child Care Providers

Training programs for accreditation as a home-based child care provider can be completed in a group setting or individually. There are a number of organizations that can provide the training. For more information on these programs, see the following section, "Resources for Developing Home-Based Child Care."

Conduct a community needs assessment. Find out if there are enough parents in the community who need child care. Ask parents what kind of care is needed, for what age groups and hours (i.e. early a.m., nights or weekends) and what fees prospective parents can pay.

Determine if there are residents who are suited for child care work. Not everyone is suited for a career in child care, much less to be a small business operator. Have potential operators interview existing providers to determine what they like and dislike about the job. Be certain both childhood development and business issues are discussed. Potential child care providers can also spend time assisting a provider either as a volunteer or paid assistant.

Work with the property manager. You will need to know if prior approval is needed before residents can open a business in their apartment or in other available space in the building. This may deter complaints from neighbors.

Seek out a training organization or program. Find a training provider that meets the needs of residents. Contact a local association of child care providers (you may be able to find them by contacting your city or county's department of human services or social services). You may also want to contact a professional child care training organization. See "Resources" for some of those organizations.

Additional Steps Suggested for Individual Residents Starting a Child Care Business

Individuals proceeding on their own should generally follow each of the four steps listed above before beginning the next eight steps. There are organizations listed that can provide individual training on how to become a home-based child care provider. Accreditation as a provider is highly recommended. Keep in mind that training programs will cover the following areas in greater detail.

Develop a Business Plan

All businesses, no matter how small, can profit from the careful development of a business plan. A business plan helps anticipate expenses and cash needs during the first few years of operation. There are guidebooks on how to develop a business plan. Contact the U.S. Small Business Administration to determine when free business classes will be held.

Contact State and Local Regulatory Agencies

You will need to have your child care home or center licensed. You will need to know what the building and services requirements are in order to determine if it is feasible for you to meet them. It is a good idea to talk directly with the licensing agency representatives early in the planning process, hopefully establishing a personal relationship with them, as they will continue to play a role in periodic inspections for license renewal. The Children's Foundation maintains a list of regulatory agencies by state.

Contact the Local Building or Zoning Office As Needed

If you are going to build a center or remodel a building, you should determine early in the process whether your intended site is properly zoned and how

many children you can care for on site. Determine the requirements for an occupancy permit. You can contact the Americans with Disabilities Act information line to determine the applicability of federal laws related to handicapped accessibility.

☎ 202-514-0301

Contact the Local Fire Department

The fire marshal can give you advice on meeting fire codes.

Contact the Health Department

Health department officials can provide you with information on subjects such as food service procedures, bathroom requirements and appropriate hot water temperatures.

Develop a Start-Up Budget

You will need a great deal of equipment and supplies. Also, you will need liability insurance, and particularly if you are using your existing home, you will need to budget for increased utility bills. You may need to advertise or market your services. If you are starting a business outside of your home, rent or mortgage payments will need to be made and property taxes paid. Business taxes, renovation or construction costs, fire and liability insurance, utility hookup costs, staff training and supplies must also be included in the budget.

Develop an Operating Budget

You will need to determine your ongoing costs in order to budget funds to meet cash flow commitments. Expenses include most of the items noted above but also include payroll expenses for staff including worker's compensation, food, cleaning supplies, education supplies and the replacement of toys, furniture and equipment.

Seek Financial Assistance and a Partnering Agency

Determine if there is financial assistance available to help start your business and whether there is a nonprofit organization with which you can partner. Often, there are local government grant or loan programs which can be of help in meeting both operating and building/renovation costs. Contact city hall (the city departments usually responsible for assistance are called small business assistance, economic development or community development), local banks and the Small Business Administration for assistance.

Resources for Developing Home-Based Child Care

There are a number of sources for people and organizations seeking training and assistance to start child care services. A few of the major sources include:

Information and Technical Assistance

The Children's Foundation. This national nonprofit organization provides advocacy, technical assistance and training in the development of child care programs.

☎ 202-347-3300
E-mail childrensfoundation@erols.com

The National Association for Family Child Care. This national membership organization of 3,500 individuals provides training and technical assistance to home-based child care providers, including individual self-run training courses with observers to assist trainees. They operate an accreditation program for child care providers. The association publishes a quarterly newsletter, sponsors a national conference and maintains a web site.

☎ 515-282-8192
💻 www.nafcc.org

U. S. Department of Labor Child Care Development Center. The Department of Labor provides best practices information and technical information on child care services. The guidebook, *Meeting the Needs of Today's Workforce–Child Care Best Practices*, provides useful information on a range of program responses to meet child care needs.

☎ 202-219-8553

Financing Child Care in the United States – A Catalogue of the Ewing Marion Kauffman Foundation. This catalog provides a wealth of information on financial resources from state programs, foundations and public entities as well as a discussion of the tax benefits of providing child care services and obtaining tax exemptions for the cost of child care. Copies may be obtained by calling:

☎ 215-575-9050

Financial Resources

U. S. Department of Health and Human Services (HHS). Up to 30 percent of the Temporary Assistance for Needy Families (TANF) funds received by states from the federal government can be transferred to the *Child Care and Development Block Grant fund* to pay for the direct costs of child care. In addition, *Welfare to Work* funds can be used for child care. Contact the state or county welfare office for more information (these offices are typically named office of social services or human services) or the HHS Office of Family Assistance in Washington, D.C.

☎ 202-401-9275

U. S. Department of Housing and Urban Development (HUD). The Community Development Block Grant Program is a locally available source of funds for individual child care vouchers, construction and rehabilitation of centers, start-up costs and operations. The needs of low and moderate-income persons are targeted. Funds are available through cities with a population over 50,000 (and through large counties and state governments).

☎ 1-800-998-9999
💻 http://www.hud.gov

The Child and Dependent Care Tax Credit. This Federal Income Tax Credit allows the parents to claim a credit for a portion of their child care expenses while they are at work. To qualify, all parents must be employed and at least one child must be under 13 years of age and living with the parent. There are limits on the amount of the credit, but it can be a substantial help to individual families in reducing their taxes. Contact your local federal Internal Revenue Service Office for more information or consult your income tax information packet. It may also be possible to reduce your state income tax as many states have similar provisions.

☎ 1-800-829-1040 (IRS Information)

The Head Start Program. This federally-funded program provides comprehensive services for preschool children from low income families. Services include quality child care aimed at expanding the child's ability to progress quickly in preparation for formal school. Head Start programs operate in most major cities and in many rural communities. Contact the local school district or welfare office for further information (the local county welfare offices are typically listed under the county social service or human services offices or in rural areas, you may want to contact the local Community Action Agency) or the U. S. Department of Health and Human Services in Washington, D.C.

☎ 202-205-8572

Other Promising Child Care Models

In addition to home-based child care, there are a number of other types of child care services operating across the nation. These generally fall into the following categories:

Child Care Centers. There are currently 100,000 regulated child care centers in the United States.[6] Child care centers vary greatly in capacity, with some caring for as many as 100 children. They are fully regulated by the state and require specific ratios of staff to children as well as other standards. The cost of space is often a prohibitive factor in developing a new center. Public funding is often a necessity.

Employer-Assisted Child Care. Employers can be a source of assistance for child care vouchers for employees and on-site day care services. Employer assisted child care makes up a small portion (one percent) of the total child care provided in the United States. However, the number of employers including assistance in their employee benefits packages is growing. An example is Con Agra Refrigerated Foods, a company operating in several states. The company works with local nonprofits to expand

existing child care programs to accommodate the specific needs of its employees, including late night shifts. The company contributes to the start-up costs and pays for a portion of the cost of operating the centers.

Contact Director of Employee Benefits
Con Agra Refrigerated Foods
☎ 630-262-4067

Employers can also help in starting up a family child care business. AT&T, for example, provides up to $350 for training and/or equipment for child care programs serving AT&T employees.

Contact AT&T Family Care Development Fund
☎ 973-898-2255

Local Government-Assisted Child Care. Some states and local governments raise public funds to support child care for low- and moderate- income families. An example is the Seattle Children's Initiative. The citizens of Seattle voted for a special property tax levy, which generates over $10 million annually for children's services, including child care. The city council adds $1 million annually to this fund from its general revenue fund. Seattle also uses its Community Development Block Grant to pay for child care vouchers. In 1996, a total of $2.3 million was allocated to early childhood education and child care subsidies.

Contact City of Seattle Department
of Human Services
☎ 206-386-1001

Neighborhood Networks Centers in Action

Several Neighborhood Networks center sites have recognized that child care is a major barrier to self-sufficiency and are actively involved in developing child care resources. Child care allows residents to attend training, and search for and keep jobs. While there are many sites that have made great strides in providing or coordinating child care, the following are examples that can be modeled.

LaGrave Learning Center — Grand Forks Homes (Grand Forks, North Dakota). Residents of the 66-unit building have partnered with the Grand Forks Public Schools Head Start Program to provide early childhood education and child care. Ninety-five percent of eligible Head Start families are enrolled in the program. The property managers also developed partnerships with the Child Care Resource and Referral Center which provides referral to other child care programs and child care provider training.

Contact Craig Knudsvig
☎ 701-795-6300
💻 www.lagrave.com
E-mail knudsvig@lagrave.com

Oakridge Neighborhood Services – Oakridge Apartments (Des Moines, Iowa). Early childhood enrichment for children ranging in age from newborn to five years is provided on site at the 300-unit complex. A sliding fee scale and city department of human resources grants are used to reduce the burden on needy families. To qualify, families living in the apartments or the surrounding neighborhood must be actively working toward self-sufficiency by working or going to school. The program offers child care for 74 children and provides employment for residents.

Contact Lora Duncan
☎ 515-244-3021, ext. 148

Penn Village Computer Learning Center – Penn Village Apartments (Penn Grove, New Jersey). The apartment management firm provides families of the 120-unit development with four hours of free, enriched child care for ten 3- to 5-year-olds. Four community volunteers provide assistance while meeting their welfare-to-work requirements and gaining experience in child care services.

Contact Tracy Skipton
☎ 609-299-1989
💻 www.delanet.com\~pvillage
E-mail pvillage@delanet.com

Pensacola Village Neighborhood Network Center (NNC) and Escambia Arms NNC — Pensacola Village & Escambia Arms (Pensacola, Florida). Child care is provided by residents employed by the Escambia School District to 18 children at each of the two sites comprising 200 apartment units. There is no cost to residents while they are attending school or job skills training classes.

Contact Caroline M. Klages
☎ 850-433-2026
E-mail klagesg@pecola.gulf.net or maxgoodwin@aol.com

Pinewood Park Learning Center — Pinewood Park (Lufkin, Texas). The Lufkin Day Care Center offers free child care (using welfare-to-work funding) for 15 children in the 94-unit apartment complex while their parents are in computer literacy classes at the Neighborhood Networks center. Day care is also provided for children of residents who are at work or seeking employment.

Contact Conita Ferguson
☎ 409-632-6322
E-mail pinewood@in.ne

Oakridge Terrace (NNC), Vandelia NNC, Southmoore Hills NNC and Orchard Manor NNC — The West Virginia Multi-County Consortium (Charleston, West Virginia). Six properties, including four Neighborhood Networks centers, are linked with a comprehensive family assistance program which includes both transportation and child care for residents. The residents of the 950 units are provided with child care in two 4-bedroom apartments which have been converted for use by the Head Start Program.

Contact Kevin Dyer
☎ 304-342-1300, ext. 245
💻 www.multi-cap.org
E-mail kdyer@multi-cap.org

For more information about Neighborhood Networks, visit the national website at:

💻 www.neighborhoodnetworks.org

Call the Neighborhood Networks Information Center at:
☎ 1-888 312-2743
TTY 703-934-3230

Or Write:
U.S. Department of Housing and Urban Development
Neighborhood Networks
9300 Lee Highway
Fairfax, VA 22031-1207

Endnotes

[1] "Making Quality Child Care a Reality for America's Low-income Working Families" — *1998 Kids Count Overview* — An article published by The Annie Casey Foundation, May 5, 1998.

[2] "The Need for Child Care" — *1998 Kids Count Overview* --An article published by The Annie Casey Foundation, May 5, 1998.

[3] "Making Quality Child Care a Reality for America's Low-income Working Families" — *1998 Kids Count Overview* — An article published by The Annie Casey Foundation, May 5, 1998.

[4] "General Information on Child Care in the United States" – An information bulletin published by the Children's Foundation, September 1997.

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